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26 August 1964

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MEMORANDUM FOR: Assistant Director, ORR

SUBJECT: Additional Comments on the Inspector General's Survey of ORR, Dated June 1964, Paragraphs 6, 7, 8, & 9, Pages 51-54 and Paragraph 10, Pages 71-72 and Recommendation No. 12, Page 72

1. Handbooks

a. The three area handbooks -- SORO, NIS, and Handbook for Special Operations -- questioned as being apparently duplicative in the IG's survey are quite different in character and purpose.

b. The SORO handbooks, also known as "Special Warfare Area Handbooks" and "U.S. Army Area Handbook for ....", are designed for the purpose of imparting general information to acquaint the reader with all facets of a country and its people. Special Warfare is not identifiable in the content as the special purpose for which they are prepared. The handbooks cover the same subjects as the NIS but are unclassified, except for a classified supplement drawing on the Government's finished intelligence and adding nothing to what we already have. Their intended user in the military is the unit commander who may be engaged in planning or actual operations in the country concerned. The SORO handbook is one among many sources of information for use by analysts in interpreting data for special operational use.

c. The NIS is also a general-purpose country handbook. It is authoritative, includes classified information and serves as a very useful comprehensive study on areas where it has been recently completed or brought up-to-date. The NIS is designed to provide basic information for high-level strategic planning involving large or massive conventional military operations, whereas the Handbook for Special Operations concerns itself with data supporting the planning of small-unit special operations often of a clandestine nature.

d. The Handbook for Special Operations is selective in its treatment of background information, utilizing and interpreting elements

in their cause and effect relationships

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on potential special operations. It is one thing to have a mass of facts concerning an area at hand, such as in the NIS or SORO handbooks -- it is quite a different matter to have the character of an area interpreted for planning and conducting a variety of highly specialized operations.

## 2. Printing Priorities

a. PSD is not serving by default as ORR's printing-priorities officer. During extreme periods of printing-requirements pressure, they may feel some uncertainty about the priorities of diverse requests, but this has never resulted in a priority impasse nor a breakdown in the excellent relations ORR has with PSD.

b. Over a period of years, D/GC has developed workable standard operating procedures with PSD. Maps for NIE's have priority over all others. Their reproduction is scheduled cooperatively with PSD, being printed within a prescribed 3-day period. For reproduction of the NIS General Summary maps, we have agreed with PSD to send all material to them 3 weeks in advance of the scheduled date, set by OBI, for receipt of the proof copy. For reproduction of final NIS maps, we receive a 5-day notice from OBI to have all pertinent maps in to PSD. On high-priority rush jobs, we negotiate a time when map copy is needed by PSD to meet the requester's deadline. All maps and graphs for ERA reports are delivered to [REDACTED] St/P, for coordination with text and forwarding to PSD.

c. The establishment of priorities and printing deadlines between D/GC and PSD is often a complex and highly technical matter. It is not a static process in which a printing deadline once set always remains, but rather it is a dynamic situation where new deadlines override high-priority work already in reproduction, and technical changes involving color, combining plates, etc. are juggled against time and PSD capabilities. This work requires the best technical capabilities that we can muster and involves branch chiefs in D/GC as well as the Division Chief and his deputy for production control.

d. I cannot conceive of the confusion compounded by a move of priority control out of D/GC when the process is such an integral part of all of the Division's productive effort. For example, in the crush to economize, we are utilizing PSD for the preparation of preliminary materials for compilation and drafting. This work is slipped into the slack equipment time, negotiable with PSD on the basis of our knowledge of what they are doing for us on a given day.

e. The Geography Division's priorities are not in conflict with other reproduction work for ORR. Most of their requests are submitted on "short-order" forms and are for multilith reproduction of reports of 25 pages or less, which can be handled in the Headquarters Building. Only an occasional long report is sent to [REDACTED]

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f. Whenever there is a priority tangle within ORR that needs a decision above and beyond those normally negotiable with PSD, we turn to the Assistant Director in whose office the authority to decide priorities resides. Any arrangement with delegated authority from the AD/RR to a publication-priority officer would not be a solution unless the latter were an alter ego for the AD.

g. The diverse printing and reproduction requirements of ORR including maps, graphs, reports, intermediate reproducibles, etc. are now properly handled by the several approved contact points with PSD. These contact points represent the specialized, technical, and unique printing requirements of the various parts of the Office and are backed up in depth by professional competence that could never be achieved by one person.

((signed))

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Chief, Geographic Research

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